

**Farnborough Rugby Union Football Club Limited -  
Committee Structure and Terms of Reference for Committee Members,  
Other Officials, Volunteers and Employees**

**Committee Structure**

The Administration of the Club and its affairs is entrusted to the Club Board of Directors (the Executive Committee), supported by a number of subsidiary committees (see below).

The Board of Directors constitutes the Executive Committee and is responsible for all aspects of the administration of the affairs of the Club in accordance with the governing documents for Farnborough Rugby Union Football Club Limited under Company Law – which are the Memorandum of Association and the Articles of Association as filed at Companies House. In addition to the Memorandum of Association and the Articles of Association the rules in the Club Constitution apply.

The Club Executive Committee consists of the following members:

- Chairman,
- Director of Rugby,
- 1<sup>st</sup> Vice Chairman of the Club,
- 2<sup>nd</sup> Vice Chairman of the Club,
- Secretary,
- Financial Director/Treasurer,
- Minis & Juniors Chairman,
- Bar Chairman.

Other Club officials may be co-opted depending on the business to be discussed by the Club Executive Committee (business which will include major matters brought to the attention of the Club Executive Committee by the Club General Committee).

The Club General Committee, reporting directly to the Club Executive Committee, consists of the members of the Club Executive Committee, plus the following other Club officials:

- Captain of the Club (appointed),
- Clubhouse Manager,
- Grounds Manager,
- Match Secretary,
- Fixture Secretary,
- Team Secretary,
- Club Head Coach (appointed),
- Club Publicity Officer,
- Club Entertainments Officer,
- Donations/Sponsorship Manager,

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- 100 Club Organiser,
- Ladies Contact,
- Membership Secretary,
- Health and Safety Manager,
- Community Officer,
- Safeguarding Officer,
- Player Recruitment Manager,
- Club Marketing Manager,
- Assistant Treasurer,
- Club Coaching and Referee Coordinator,

Other officials of the Club who may be co-opted depending on the business to be discussed by the Club General Committee are:

- Assistant Senior Coaches (appointed),
- Club Vice Captain (appointed),
- 1st XV Manager,
- 2nd XV Manager,
- Veterans XV Manager,
- Discipline Officer,
- Volunteer Co-ordinator,
- Kitchen Manager,

The other subsidiary sub-committees, reporting directly to the Club Executive Committee, are the:

- Playing Committee,
- Entertainments Sub-Committee,
- Bar Sub-Committee,
- Ladies Rugby Sub-Committee,
- Minis and Juniors Sub-Committee.

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**Terms of Reference**

The terms of reference (responsibilities) of each member of the Club Executive Committee and the General Committee, other Club officials, the main officials of M&Js Sub-Committee, the shop manager and the assistant shop manager, and the scope of work for the self-employed cleaner, are shown below.

**Board of Directors - Executive Committee Members**

**Chairman**

1. Chairs all Board of Directors (Executive Committee) meetings, General Committee meetings, AGMs and any FGMs and EGMs, and any other 'ad hoc' meetings as required),
2. Sets agendas with the Director of Rugby, and controls discussions in Club meetings,
3. Attends Club meetings in a neutral and uncommitted capacity,
4. With the Director of Rugby, provides leadership to, guides, supports and advises other Club Committee members and other Club officials on any Club matters (Chairman principally for non-playing related matters and Director of Rugby principally for playing related matters),
5. With the Director of Rugby, forms a team such that all Committee member and other Club official positions are filled (Chairman principally for the non-playing related positions and Director of Rugby principally for playing related positions),
6. Acts as a conciliator between 2 parties trying to resolve a disagreement (except those related to the Playing Side),
7. Ensures all Club Sub-Committees meet regularly as required,
8. Acts as ambassador for the Club, representing, or arranging for another Executive Committee to represent, the Club at external meetings (except those related to the Playing Side),
9. Makes decisions in consultation with other officers (except those related to the Playing Side),
10. Assists with recruitment (except where related to the Playing Side),
11. As required, undertakes, or arranges for another Executive Committee to undertake, interviews with the Press and media (except where related to the Playing Side),
1. Maintains regular oversight of:
  - development of the 100 Club, to show more members and much more profit,
  - improving sponsorship/donation amounts coming in (big target for 2016/2017),
  - Improvement in the number of Club hires, in line with the (refurbished) clubhouse Marketing Plan and the RFU Fit for 15 targets,
12. As required, acts as point of reference for external agencies in conjunction with the 1<sup>st</sup> Vice-Chairman and the Secretary (except those related to the Playing Side),
13. Ensures that the Club is represented at the RFU AGM and Hampshire RFU meetings,

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14. Prepares the Annual Report with the Secretary and the Director of Rugby,
15. Acts as an 'ex-officio' member of any sub-committee,
16. Entertains, with Director of Rugby, Club Head Coach, Club Captain and other members of the Board of Directors (Executive Committee) and the Match Secretary, referees, officials and players of visiting teams,
17. Makes arrangements for the succession plan for the key Club Committee members and other Club officials (except for those related to the playing side),
18. Ensures creation and maintenance of the Club Business Plan –covering the years after the current one (which is covered by the Club Development Plan).

**Director of Rugby:**

1. Attends Club meetings in a neutral and uncommitted capacity,
2. With the Chairman provides leadership to, guides, supports and advises other Club Committee members and other Club officials on any Club matters (Chairman principally for non-playing related matters and Director of Rugby principally for playing related matters),,
3. With the Chairman forms a team such that all Committee member and other Club official positions are filled (Chairman principally for the non-playing related positions and Director of Rugby principally for playing related positions),
4. Acts as a conciliator between 2 parties trying to resolve a disagreement where related to the Playing Side,
5. Meets regularly with the Club Head Coach and his team (including Physios, Team Managers and the Team Secretary) to discuss and monitor training, Club playing styles, selection, player availability, match performances, and recruitment,
6. Chairs all selection committee meetings,
7. Manages recruitment initiatives where related to the Playing Side (note: the RFU Fit for 15 increased Player Numbers Targets to be met for 2016/2017 and following years),
8. Takes steps to meet the targets of the running of a regular 2<sup>nd</sup> XV for 2016/2017, and a 3<sup>rd</sup> XV for 2017/2018 onwards,
9. Works with the Club Head Coach and the Minis and Juniors Chairman in co-ordinating all aspects of the playing side of the Club in liaison with the, including to ensure that the style and characteristics of playing rugby union as coached is consistent through the Club, i.e. M&Js through to senior players,
10. In liaison with the Club Head Coach and the Minis and Juniors Chairman, arranges meetings of all Club coaches (M&Js through to senior players) to ensure that the style and characteristics of playing rugby union as coached is consistent through the Club,
11. In liaison with the Club Head Coach and the Minis and Juniors Chairman identifies, recruits and develops coaches ensuring sufficient and appropriate coaching staff are assigned to each team (including illness cover),
12. Establishes the needs of Club coaches and signposts them to relevant courses and continuing personal development,
13. Takes a long term view that allows coaches to develop with a team over time,

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- 14.Helps spread best practice between coaches at different levels,
- 15.Designs and leads the implementation of a suitable Club coach development plan,
- 16.Act as a point of contact for the RFU, Hampshire RFU and the Hampshire Rugby Union Referees Society regarding coaching and referees, including on courses,
- 17.Understands and publicises the RFU coaching and refereeing courses and local coaching and refereeing events,
- 18.In liaison with the Minis and Juniors Chairman, encourages, recruits, develops and organizes training for all Club referees,
- 19.Shares important information with Club coaches and referees about law changes, law clarifications, updates on game management techniques and discipline,
- 20.In liaison with the Minis and Juniors Chairman, encourages, recruits, develops and organizes training for all Club referees,
- 21.Ensures that a person with the right 'qualifications' and commitment is appointed to fulfil the Club Coaching and Club Referee Coordinator role and ensures reports to the 1st Vice-Chairman on Club Development Plan items on the required monthly basis,
- 22.Arranges, in conjunction with the Club Coach and Club Captain, players meetings as required,
- 23.Acts as ambassador for the Club, representing, or arranging for another Executive Committee to represent, the Club at external meetings related to the Playing Side,
- 24.Makes decisions in consultation with other officers where related to the Playing Side,
- 25.As required, undertakes, or arranges for another Executive Committee member or the Club Head Coach to undertake, interviews with the Press and media where related to the Playing Side,
- 26.Entertains, with the Chairman, Club Head Coach, Club Captain and other members of the Board of Directors (Executive Committee) and the Match Secretary, referees, officials and players of visiting teams,
- 27.Recommends to the Executive Committee who should be the two Club Community Officers for Colleges and Schools development (i.e. who create good links with and promotes rugby union within local junior and senior Schools, and Colleges),
- 28.Maintains an oversight of, and monitors the success of, the work of the two Club Community Officers for Colleges and Schools development (i.e. who create good links with and promotes rugby union within local junior and senior Schools, and Colleges) success – including recruitment of players (senior squads and M&Js),
- 29.Maintains regular oversight of Ground maintenance, including marking of the pitches and the related availability of equipment and materials etc.,
- 30.Makes arrangements for the succession plan for the key Club Committee members and other Club officials associated with the playing side,
- 31.Arranges any special transport for teams, when approved by the Executive Committee,

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32. Arranges purchases of new jerseys and other items (e.g. for the physios) when approved by the Executive Committee.

**1<sup>st</sup> Vice Chairman of the Club:**

1. Assists and guides the Chairman and the Director of Rugby,
2. Deputizes for the Chairman as required,
3. Plays an executive role as the principal officer throughout the year,
4. Acts as an 'ex-officio' member of any sub-committee,
5. Assists the Chairman in providing leadership to, guiding, supporting and advising other Club Committee members and other Club officials on any Club matters,
6. Maintains regular oversight of Finance, including re achieving the 2015/2016 budget and identifying additional members to support those responsible,
7. Ensures maintenance of the Club Development Plan such that it is updated each month - chasing reports from those members responsible for individual Plan items and related actions by due dates, and updating the Plan for review at each Executive Committee meeting, posting a paper copy of the latest version of the Plan on the Club notice board,
8. Co-ordinates matters concerning the administration and general running of the Club with regard to contacts with external organizations, such as Rushmoor Borough Council, the Club solicitor, HRFU and RFU, including re the 3G pitch at Samuel Cody, the 'big' clubhouse extension project, etc.,
9. Maintains regular general oversight of Health & Safety and General Maintenance aspects,
10. Maintains regular general oversight of major Club projects, e.g. the 2015 clubhouse refurbishment and the 'big' clubhouse extension,
11. Ensures that the governing documents for the Club - the Memorandum of Association and the Articles of Association as filed at Companies House, and 'subsidiary' Club Constitution, are maintained and that copies are displayed in the clubhouse and made available for members on request,
12. Entertains, with the Chairman, Director of Rugby, Club Head Coach, Club Captain and other members of the Board of Directors (Executive Committee) and the Match Secretary, referees, officials and players of visiting teams.

**2<sup>nd</sup> Vice Chairman of the Club:**

1. Assists and guides the Chairman and the Director of Rugby,
1. Deputizes for the Chairman as required,
2. Acts as an 'ex-officio' member of any sub-committee,
3. Oversees the management and running of the Bar, and acts as member of the Bar Sub-committee to advise the Chairman of said Sub-committee (on the management and running of the Bar),
4. Maintains regular oversight of Shop management and improvement in profits,

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5. Maintains regular oversight of:
  - Improvement re Xmas Draw profit,
  - Improvement re RFU Grand Draw profits,
  - the Entertainments sub-committee
6. Manages projects as agreed by the Executive Committee, e.g. the establishing the Club referee group and related workshops,
7. Entertains, with the Chairman, Director of Rugby, Club Head Coach, Club Captain and other members of the Board of Directors (Executive Committee) and the Match Secretary, referees, officials and players of visiting teams.

**Secretary:**

1. Notifies all members of the Board of Directors (Executive Committee) and the General Committee of all meetings,
2. Notifies all members of Annual General Meetings (AGMs) and any Financial General Meetings (FGMs) and Extraordinary General Meetings (EGMs),
3. Notifies those committee members required to attend any other 'ad hoc' meetings as required (including of the non-playing side disciplinary committee),
4. Prepares and issues all agendas for and minutes of all Board of Directors (Executive Committee) meetings, General Committee meetings, AGMs and any FGMs and EGMs, and any other 'ad hoc' meetings as required (including of the non-playing side disciplinary committee),

**Meetings and Actions**

Produce & circulate Minutes of Executive and General Committee meetings within 1 week of a meeting – standard as already used, and post a paper copy on the Club notice board.

Produce & circulate Agendas for meetings at least 1 week before a meeting – standard as already used, and post a paper copy on the Club notice board.

Chase actions from meetings – and get as many as possible by e-mail a week before a meeting – to save time at meetings.

Keep master electronic and paper files of all minutes & agendas.

Produce & circulate Minutes of Club Annual General (and any other Club General, e.g. an FG) meetings within 2 weeks of a meeting – standard as already used, and post a paper copy on the Club notice board.

Produce & circulate Agendas for Club Annual General (and any other Club General, e.g. an FG) meetings at least 1 month before a meeting – standard as already used, and post a paper copy on the Club notice board.

5. Executes decisions of the Board of Directors (Executive Committee) and the General Committee as directed,
6. Carries out all statutory duties (including those associated with the Club's status as a limited company by guarantee, Club registration, Licence renewals, Insurance renewals, etc.),

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7. Receives all applications for membership, resignations and cancellations (from the Membership Secretary), and requests the Board of Directors (Executive Committee) for decisions in line with the governing documents for the Club - the Memorandum of Association and the Articles of Association as filed at Companies House, and 'subsidiary' Club Constitution ,
8. Manages the membership records (data and details of all members), liaising with the Membership Secretary,
9. Issues an up to date committee members and other officials terms of reference guide to all relevant people,
10. Oversees the Club bookings (hire) register, and informs the Board of Directors (Executive Committee) of booking applications for ratification, ensuring that the proper use of the latest Club hire agreement form,
11. Supports the Vice-Chairmen as the principal administration officer for maintaining links between the Board of Directors (Executive Committee), the General Committee, members and outside organizations,
12. Acts as the first point of general contact for 'outsiders',
13. Entertains, with the Club Captain and other members of the Board of Directors (Executive Committee) and the Match Secretary, referees, officials and players of visiting teams,
14. Assists with recruitment,
15. As required, attends Hampshire Rugby Union Committees (e.g. the Clubs Committee), and reports back to the Executive Committee on anything of concern to the Club,
16. Receives minutes and other communications from Hampshire Rugby Union Committees,
17. Liaises with the Constituent Body and the local Rugby Development Officer,
18. In consultation with the other members of the Club Executive Committee, completes any questionnaire received from the Hampshire RFU or the RFU,
19. Ensures that the Club entry on RFU Club Game Management System (GMS) via the RFU website (previously named the Rugby First 'system') is always up to date,
20. Ensures that HRFU on-line Club Directory entry for the Club is kept up-to-date,
21. As required, acts as point of reference for external agencies in conjunction with the Chairmen and Vice-Chairmen,
22. In liaison with the Chairman and Vice-Chairmen and Membership Secretary, takes a lead on promoting new membership,
23. In liaison with the Chairman and Vice-Chairmen and Membership Secretary, helps to create and deliver a plan for recruiting new members.
22. Ensures that an up-to-date list of all Club officials (with photo and contact details) is displayed on the Club notice board and on the Club web site,
23. Prepares the Annual Report with the Chairman.

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**Financial Director/Treasurer:**

1. Knows exactly where the Club stands financially at any time, and keep the Club Executive Committee informed of any trends and issues ,
2. Liaises with the bank managers of the banks with which the Club has accounts, including regarding authorised signatories, bank statements, change cards and the Club's banking position at any time,
3. Recommends the financial policies for the Club (in conjunction with the Assistant Treasurer),
4. Prepares the budget for each financial year, for approval by the Board of Directors (Executive Committee),
5. Once the budget has been approved by the Board of Directors (Executive Committee), prepares copies of the budget report for issue at the AGM,
6. Once the budget has been approved by the AGM, analyses financial performance - income and expenditure - against budget, and cash flow forecasts, on a monthly basis, producing the related reports of the analysis and recommendations for actions to control costs whatever for approval by the Board of Directors (Executive Committee) ,
7. Receives the monthly statements of the amounts paid to each member of the Bar staff, and total, from the Assistant Treasurer, and forwards to the Club accountant for the monthly pay run. On receipt of the monthly pay run details, forwards the pay slips to the Bar Chairman for issue to bar staff and send payment to HMRC for the Tax and NI total for the month. Arranges for the annual tax and NI return to be made on time to HMRC,
8. Liaises with the Club auditor and accountant,
9. Supervises the work of the Assistant Treasurer, and the M&Js Treasurer,
10. In conjunction with the Assistant Treasurer, liaises with other Club Executive Committee members and officials with particular regard to the timing of income and expenditure.

Plus if also fulfilling the following role:

**Treasurer:**

1. Knows exactly where the Club stands financially at any time, and keep the committee informed of any trends and issues (in conjunction with the Financial Director),
2. Recommends the financial policies for the Club (in conjunction with the Financial Director),
3. Liaises with the bank managers of the banks with which the Club has accounts, including regarding authorised signatories, bank statements, change cards and the Club's banking position at any time (in conjunction with the Financial Director),
4. Receives and banks all monies due to the Club,
5. Receives, checks and pays all invoices or similar (e.g. for registration fees) when approved,
6. Makes sure the Club has paid relevant affiliation fees

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7. Prepares monthly statements of the amounts paid to each member of the Bar staff, and total, and forwards to the Financial Director for the monthly pay run to be initiated by the Club accountant,
8. Maintains and administers proper account records,
9. Prepares income and expenditure accounts and cash flow forecasts at each month end, and issues that to the Financial Director, by the end of the first week following the end of month,
10. Prepares the annual accounts for each financial year for submission via the Financial Director to the Club auditor. Deals with any queries from the Club auditor, and once the audited accounts are agreed arranges for the Club signatures from the Chairman and/or Financial Director. Prepares copies of the audited accounts report for issue at the AGM,
11. Arranges for VAT returns to be made on time to HMRC,
12. Receives subscriptions (from the Membership Secretary),
13. In conjunction with the Membership Secretary, briefs the Team Secretary for selection committee meetings on players who have not paid their annual subscriptions and are behind in paying match fees,
14. In conjunction with the Financial Director, liaises with other Executive Committee members and officials with particular regard to the timing of income and expenditure.
15. Entertains, with the Club captain and other members of the Board of Directors (Executive Committee) and the Match Secretary, referees, officials and players of visiting teams.

**Minis & Juniors Chairman:**

1. Creates and lead a team of people to deliver rugby for 7-17 year olds,
2. Arranges and chairs M&Js Sub-Committee meetings,
3. Sets agendas with the M&Js Secretary and controls discussions in M&Js Sub-Committee meetings,
4. Attends M&Js Sub-Committee meetings in a neutral and uncommitted capacity,
5. Is responsible for all elements of the M&Js (may delegate to other M&Js Sub-Committee members),
6. Provides leadership to, guides, supports and advises other members of the M&Js section, including managers, coaches and officials,
7. Makes sure players, coaches and parents are familiar with the core values of the game,
8. Ensure those who are new to the game understand that it can be played and enjoyed by people of all shapes and sizes,
9. Encourages and supports coaches to develop junior players,
10. Ensures good links between parents and the Club,
11. Makes sure the M&Js members are represented as required at meetings of the Club Board of Directors (Executive Committee) and the Club General Committee,

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12. Acts as a conciliator between 2 parties within the M&Js section trying to resolve a disagreement. If a decision cannot be made then consults with the Club Chairman and/or the Club Executive Committee,
13. Acts as ambassador for the Club, representing the Club at external M&Js related meetings,
14. Liaises with Club Coaching Coordinator to ensure M&Js coaching needs are met,
15. Ensures talented M&Js players are catered for through the Elite Player Development Group (EPDG) and County teams,
16. Acts as the Youth contact with the RFU and Hampshire RFU
17. Attends Hampshire Cluster meetings regarding M&Js related matters,
18. Allocates pitches for M&Js use on Sundays
19. Reports directly to the Club Executive Committee
20. Carries out duties required by the Club Executive Committee

**Bar Chairman:**

1. Ensures that an adequate stock of beer, spirits etc. is maintained in the bar and cellar areas,
2. Liaises with the Molson Coors representatives to ensure that adequate stock is ordered with enough time for delivery at required dates,
3. Develop relationships with Molson Coors and negotiates deals,
4. Organises staff, product selection, stock control, security, monitoring of prices/sales, signing-in of visitors, control of takings,
5. Balances the till roll and banks money as required, providing details to the Financial Director/Treasurer,
6. Pays bar staff weekly, along with a weekly 'temporary' pay slip, and keeps the payment details for issue to the Financial Director/Treasurer at month end.
7. Receives the monthly pay slips for bar staff from the Financial Director/Treasurer, and issues to bar staff,
8. Holds the Club 'cash & carry' card, and uses for Club purchases,
9. Advises the Board of Directors (Executive Committee) on licensing matters,
10. Ensures that the bar and cellar areas are maintained in a clean and tidy state,
11. Ensures that Health & Safety requirements of the Club apposite to the bar and cellar areas are met at all times,
12. Ensures the renewal of relevant licenses and permits and ensures compliance with all conditions.

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**General Committee Members (in addition to Executive Committee Members)**

**Captain of the Club:**

1. Co-ordinates the playing, coaching and training policy with the Club Head Coach,
2. Entertains, with members of the Board of Directors (Executive Committee) and the Match Secretary, referees, officials and players of visiting teams,
3. Keeps players informed on all playing related aspects of the Club,
4. Captains the Club 1st XV.

**Clubhouse Manager:**

1. Ensures the arrangement and completion of all new works and maintenance of the clubhouse,
2. Liaises with the Financial Director/Treasurer with regard to capital purchases,
3. Prepares details of Club working parties (e.g. for decorating) – names, dates, times, responsibilities, etc., and publishes on the Club notice board,
4. Delegates responsibility for individual jobs as necessary, ensuring timescales are met,
5. Ensures that all areas of the clubhouse are kept clean and tidy (except the bar and cellar areas which are the responsibility of the Bar Chairman),
6. Monitors the work of the Cleaner,
7. Acts as the Club Fire Officer,
8. Ensures that a good H&S and Fire status is maintained in the clubhouse, that any required remedial works are carried out promptly,
9. Ensures that ongoing H&S and Fire related tasks, e.g. checking fire extinguishers, conducting fire drills, checking water temperatures, checking the cold water tanks in the roof of the clubhouse, checking toilet cleanliness, are conducted as required by the Club H&S Manual and the results recorded on the appropriate forms,
10. Manages the services for the Club (power, lighting, water supply, telecoms, alarm systems, waste disposal, etc.),
11. Submits an annual facilities plan and budget for clubhouse maintenance and development,

**Grounds Manager:**

1. Ensures that everything on the pitches and training areas and facilities is safe for players, spectators, staff and visitors,
2. Submits a facilities plan and budget for ground maintenance and development,
3. Arranges for pitch maintenance and treatment in the summer and at other times as required,

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4. Manages outside contractors and keep an eye on their standard of work,
5. Ensures that pitches are properly marked before each game,
6. Advises on pitch conditions and whether a match is playable or not
7. Maintains a supply of balls, flagpoles, post protectors, etc.,
8. Ensures that necessary medical supplies are available before each game,
9. Ensures that flagpoles, buckets, first aid kit, post protectors, spectator control ropes, etc., are in place on all pitches before games, and removed to the clubhouse/storage container after games, with pitches left clean and tidy,
10. Delegates responsibility for individual jobs as necessary, ensuring timescales are met,

**Match Secretary:**

1. Confirms, in conjunction with the Fixture Secretary – week by week during the season – venues, kick off times, Club colours, etc.,
2. Confirms matters with regards to referees appointed by the Hampshire Rugby Union Referees Society,
3. In liaison with Team Manager(s), ensures that completed 'match cards, are fully completed and signed by all required to sign, and sent to the Hampshire Rugby Football Union,
4. Supplies directions for Club teams playing away and for visiting teams and referees as required,
5. Advises the kitchen personnel on catering requirements, i.e. the number of teams at home, etc.,
6. Entertains, with the Club captain and members of the Board of Directors (Executive Committee), referees, officials and players of visiting teams,
7. Liaises with opposition Clubs and Club 1<sup>st</sup> XV Manager on teams selected for inclusion in home match day programmes,
8. Deals with opposition Clubs and referees regarding cancellations when the ground is unfit or the Club or the opposition cannot raise teams.

**Fixture Secretary:**

1. Arranges fixtures for all senior teams for future seasons, other than League fixtures as decided by ruling bodies,
2. Organises fixture cards,
3. Confirms fixtures, directions, kick-off times, etc, annually at the end of each season for the next season,
4. Liaises with the Match Secretary concerning all kick-off times, opponents Club colours, etc.,
5. Liaises with the Match Secretary regarding cancellations when the ground is unfit or the Club or the opposition cannot raise teams.

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**Team Secretary:**

1. Maintains an up to date list of players, with contact details,
2. Attends selection committee meetings and publishes the selected teams on the Club notice board,
3. Ensures that all teams are complete for match days,
4. Arranges 'substitutions' in the case of player cry-offs, in consultation with the Club Head Coach and team captains,
5. Liaises with the Club Publicity Officer on teams selected,
6. Briefs the selection committee on players who have not paid their annual subscriptions and are behind in paying match fees (on the advice of the Financial Director/Treasurer and Membership Secretary).

**Club Head Coach:**

1. In liaison with the Director of Rugby, sets the style and characteristics of playing rugby union for the Club (and with the Director of Rugby ensures that this is coached consistently through the Club, i.e. M&Js through to senior players),
2. Plans and runs safe, effective training sessions,
3. Builds team spirit and encourages participation,
4. Promotes fair play, team standards and codes of conduct,
5. Develops individuals' skill, confidence and fitness,
6. Sets tactics,
7. Retains players and works with relevant volunteers to recruit players,
8. Works with the Director of Rugby (to continue learning and developing
9. Attends all training evenings and manages the coaching at those sessions,
10. Attends all 1<sup>st</sup> XV games and gives coaching instructions beforehand, and during matches decides on when replacements will be made and who will be involved,
11. Recruits, encourages, develops and organizes training for all Club coaches,
12. Liaises with the Hampshire RFU and RFU on coaching courses, via the Club Coaching Coordinator,
13. Acts as point of contact for all coaching queries.

**Club Publicity Officer:**

1. Maintains close liaison with the Press and Media, and supplies information to local and national newspapers, and local radio and TV, including to have at least three articles on the Club – including aimed at player recruitment - published per season,

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2. Ensures that the Club has support from the local community Ensures that that news of matches and results, and other Club information, is communicated to local and national newspapers, and local radio and TV, on a weekly basis,
3. Advises the Press and Media of all teams selected (after liaison with the Team Secretary),
4. Maintains the Club 'scrapbook, and playing records.

**Club Entertainments Officer:**

1. Organizes all Club social events, and major draws (e.g. at Christmas)
2. Prepares the calendar of events and draws, for each season ,and promotes the events and draws – including by clear notices in the clubhouse and the selling of tickets before the events,
3. If necessary, books venue(s),
4. Ensures that events overall accrue the profit as required by the Club budget for each season,
5. Assists with Club publicity.

**Donations/Sponsorship Manager:**

1. Manages existing donations and sponsor/advertiser relations,
2. Sources and approaches new potential donations/sponsors,
3. Builds business cases for possible partners illustrating the potential returns on investment in the Club,
4. Manages advertising at the Club – from hoardings to programmes,
5. Provides the Financial Director with income and expenditure details,
6. Ensures that all opportunities are maximised,
7. Plans and organise fundraising activities for the Club,
8. Makes sure all fundraising support materials are ordered and available to use for members of the Club,
9. Collects fundraising money and passes it on to the Financial Director,
10. Monitors and accurately records the success of fundraising activities,
11. As required, forms a fundraising team,
12. As necessary, co-ordinate activities with the Club Entertainments Officer.

**100 Club Organiser:**

1. Organizes the monthly draws,
2. Publishes the winners of each monthly draw on the Club Notice Board (and via the Vice-Chairman on the Club website),

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3. Maintains the 100 Club bank account (in the name of Farnborough Rugby Union Football Club Limited),
4. Passes the profits to the Financial Director for paying into the Club main bank accounts,
5. Markets the 100 Club throughout the clubhouse and by e-mail, and obtains new members – signing them up to the standing order facility.

**Ladies Contact:**

1. Ensures that as many ladies as possible have the opportunity to play rugby in a safe and fun environment in which they learn,
2. Promotes and encourage Women's Rugby Union.

**Membership Secretary:**

1. Manages everything to do with memberships, including types, subscriptions, renewals and income,
2. In liaison with the Club Secretary, takes a lead on promoting new membership,
3. Keeps the membership database up-to-date,
4. Ensures membership subscriptions are paid by required dates and records kept,
5. Receives subscriptions and issues receipts, and passes the subscriptions to the Financial Director/Treasurer,
6. In conjunction with the Financial Director, briefs the Team Secretary for selection committee meetings on players who have not paid their annual subscriptions and are behind in paying match fees,
7. In liaison with the Club Secretary, creates and delivers a plan for recruiting new members.

**Health and Safety Manager:**

1. Reviews, and arranges any updates to, the Club's Health and Safety (H&S) Policy and Manual on at least an annual basis, and on any major changes that might affect H&S,
2. Ensures that all risk and COSHH assessments are reviewed, and updated as necessary, at least on an annual basis, and on any major changes that might affect H&S,
3. Checks that all required H&S ongoing activities are conducted when required, including daily, monthly, quarterly, six-monthly and annual checks and associated record keeping,
4. Ensures that the all relevant staff and members are up to date with H&S related training, have personal copies of required documents, and that the H&S training record is maintained in an up to date state,
5. Identifies new training needs,
6. Oversees the work of, and liaises with, the contractor providing all maintenance work for the Club (electricity, gas, fire, water (Legionella) related),
7. Oversees the work of, and liaises with, other contractors (e.g. for asbestos checks),

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8. Conducts Club inspections of all H&S related aspects in the clubhouse and outside on a regular basis, and provides reports to the Club Executive Committee,
9. Makes proposals to the Club Executive Committee for H&S related work required, including with cost estimates,
10. Supervises any agreed required work stemming from Club inspections,
11. Ensures compliance with all H&S (including fire related) certification,
12. Hosts external H&S inspections (by Rushmoor Borough Council H&S Officers, and Hampshire Fire and Rescue Service Officers),
13. As required, provides H&S guidance related to Club events,
14. Provides monthly H&S related reports to the Club Executive Committee.

**Community Officer:**

1. Colleges and Schools development, creating and maintaining good links with and promotes rugby union within local junior and senior Schools, and Colleges), and recruiting players for senior squads, the M&Js and the Ladies team.
2. Liaising with the RFU Regional Development Officer and Youth Development Officer, and the local Youth Co-ordinator, in relation to item 1 above, and the hosting school tournaments/leagues.

**Safeguarding Officer:**

1. Ensures that children and young players are provided with the highest possible standard of care by their coaches and volunteers,
2. Keeps up to date on the latest Child Protection Policy from the RFU, Hampshire RFU and other local and national sources,
3. Implements and maintains a Child/ (young player) Protection Policy,
4. Reviews the current Child Protection Policy on an annual basis and provides recommendations for changes to the Club Executive Committee for review and ratification,
5. Raises awareness and understanding that abuse does happen in sport, and establishes communication and reporting procedures,
6. Attends Child Safety and other, related, seminars/workshops/meetings as necessary,
7. Leads child protection workshops throughout the season to ensure that all coaches and managers are kept up to date on child protection issues.
8. Raises any issues and/or problems regarding abuse or suspected abuse with the Club Chairman and other members of the Club Executive Committee as relevant. Then as relevant passes information to the Hampshire RFU, RFU and local authorities,

**Player Recruitment Manager:**

1. Establishes and maintains a very active player recruitment programme, with particular focus and increasing the number of senior male players. This must involve a number of 'methods' including:

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- as the main 'method', using own and others contacts to directly speak with potential players and groups of players, e.g. in military units, and strongly encourage players to join the Club,
- maintaining an advertising campaign in the local press (in liaison with the Club Publicity Officer), local publications such as the bi-monthly Aldershot Garrison Herald and annual Aldershot Garrison Community Guide, local radio and TV.

**Club Marketing Manager:**

1. Establishes and maintains a very active Club marketing programme, with the aim of significantly increasing the number of hires not just for events such as birthdays and anniversaries, but also for business events and meetings including in the daytime, and such as other club and organisation events, e.g children's groups (again including in the daytime). This should be through direct contact with companies and organisations, by focused advertising, etc. The Club should also be marketed as experienced at hosting large events – the Club can hold four such events per annum (including the long time hosted Buddha Nepalese event).

**Assistant Treasurer:**

1. Conducts tasks as delegated by the Financial Director/Treasurer. Also see attachment A.

**Club Coaching & Referee Coordinator:**

1. Maintains and updates the Club Coaching Development Plan, and the Player Development Pathway document, and ensures with the Director of Rugby and the Club Head Coach that all the age groups are properly covered and coached in an appropriate way to the clubs "style" of developing rugby,
2. Represents the M&Js coaches and referees at the M&Js Sub-Committee meetings, attends Club General Committee meetings, and as requested attends Club Executive Committee meetings,
3. Is a conduit from and to the RFU and Hampshire RFU for the sharing of information about coaching, best practice, courses and seminars, and promulgates coaching course information, in conjunction with the Director of Rugby, throughout the Club – encouraging attendance by existing and new coaches,
4. Is a conduit from and to the Hampshire RFU Referee Society and the RFU for referee education,
5. Organises coaching courses, internal coaching meetings and coaching clinics, to aid individual development, including helping to prepare coaches for formal qualifications,
6. Shares information about refereeing, best practice, courses and seminars, including supporting volunteers personal development,
7. Organises refereeing courses, internal refereeing workshops and meetings, and refereeing clinics, to aid individual development, including helping to prepare referees for formal qualifications,
8. In conjunction with the Director of Rugby and the Club Head Coach, maintains the Club Coach & Referee Register, and individual coach and referee development plans,

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9. Sends update reports to the Club 1<sup>st</sup> Vice-Chairman on Club Development Plan items that the Club Coaching & Referee Coordinator is responsible for within one week of receiving the request from the Club 1<sup>st</sup> Vice-Chairman. The reports are to be accompanied by the updated versions of the Club Coaching Development Plan, the Player Development Pathway document, the Club Coach and Referee Register, and individual coach and referee development plans.

**Other Officials of the Club**

**Assistant Senior Coaches:**

1. Provide all assistance to the Club Head Coach in fulfilling his responsibilities – see above.

**Club Vice Captain:**

1. Provides support to the Club Captain, and deputises for him when not available.

**1st XV Manager:**

1. Makes sure all players are registered by required times by getting all the appropriate information from each player,
2. Fills in team sheets and other relevant forms/cards before and after matches, checks that all players on the forms/cards have been 'doubly' confirmed as registered, ensures that results are phoned through before the time deadline, and ensures that match card are posted to arrive by the date and time deadline,
3. Arranges for the team jerseys to be washed between matches, and kept in good repair,
4. Ensures that jerseys are always at the clubhouse in good time for away teams leaving and for home teams at meeting time,
5. Makes sure the players don't walk off with the kit at the end of a match,
6. Makes sure the team turns out properly dressed for matches, mouth guards and safety studs especially,
7. Makes sure players, families and supporters know where they're playing and training each week,
8. Organises the collection and recording of Match Fee payments by players and the handing of these (with the record) in at Club bar,
9. Liaises with the local medical facilities for special treatment of injuries to Club and visiting players,
10. Arranges as necessary for attendance at all home games of representatives of the St. Johns Ambulance (if Club physios are not to be in attendance),
11. Maintains the stock of Club jerseys.

**2nd XV Manager:**

1. Makes sure all players are registered by required times by getting all the appropriate information from each player,

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2. Fills in team sheets and other relevant forms/cards before and after matches, ensures that results are phoned through before the time deadline, and ensures that match card are posted to arrive by the date and time deadline,
3. Arranges for the team jerseys to be washed between matches, and kept in good repair,
4. Ensures that jerseys are always at the clubhouse in good time for away teams leaving and for home teams at meeting time,
5. Makes sure the players don't walk off with the kit at the end of a match,
6. Makes sure the team turns out properly dressed for matches, mouth guards and safety studs especially,
7. Makes sure players, families and supporters know where they're playing and training each week,
8. Organises the collection and recording of Match Fee payments by players and the handing of these (with the record) in at Club bar,
9. Liaises with the local medical facilities for special treatment of injuries to Club and visiting players,
10. Arranges as necessary for attendance at all home games of representatives of the St. Johns Ambulance (if Club physios are not to be in attendance),
11. Maintains the stock of Club jerseys.

**Veterans XV Manager:**

1. Makes sure all players are registered by required times by getting all the appropriate information from each player,
2. Fills in team sheets and other relevant forms/cards before and after matches, as relevant, ensures that results are phoned through before the time deadline, and ensures that match card are posted to arrive by the date and time deadline,
3. Arranges for the team jerseys to be washed between matches, and kept in good repair,
4. Ensures that jerseys are always at the clubhouse in good time for away teams leaving and for home teams at meeting time,
5. Makes sure the players don't walk off with the kit at the end of a match,
6. Makes sure the team turns out properly dressed for matches, mouth guards and safety studs especially,
7. Makes sure players, families and supporters know where they're playing and training each week,
8. Organises the collection and recording of Match Fee payments by players and the handing of these (with the record) in at Club bar,
9. Liaises with the local medical facilities for special treatment of injuries to Club and visiting players,
10. Arranges as necessary for attendance at all home games of representatives of the St. Johns Ambulance (if Club physios are not to be in attendance),

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11. Maintains the stock of Club jerseys.

**Discipline Officer:**

1. Chairs the playing and non-playing side disciplinary committees, and conveys the decisions to those before the disciplinary committees.
2. Deals with any incidents of misconduct in the Club,
3. Take responsibility for all discipline queries,
4. Works to educate Club members about preventing incidents,
5. Works with the Hampshire RFU Discipline Secretary and the RFU on all Club discipline matters,
6. Keeps Club members, players and the website up to date on all things disciplinary
7. Attends Hampshire RFU Disciplinary hearings involving the Club.

**Volunteer Co-ordinator:**

Liaises with the Club Chairmen and other members of the Club Executive Committee to:

1. Work out who is needed each year, bearing in mind special events as well as the week in week out running of the Club,
2. Plan where the Club is going to find volunteers, making sure that advertising and appointment is as open as possible,
3. Understand why people get involved in the first place and use this knowledge to recruit them,
4. Put people in roles that suit their skills wherever possible,
5. Welcome volunteers to the Club and help them get their bearings,
6. Train volunteers, and give them support, guidance and encouragement,
7. Recognise and reward success, nominating volunteers for the Club, Hampshire RFU, RFU or external awards,
8. Create a succession plan so that the Club has a pool of talent ready to step up or provide cover for key roles.

**Kitchen Manager:**

1. Develops and implements food provision plans for players, spectators and special events, including regarding food and drink for sale,
2. Manages and implements the agreed food provision budget,
3. Selects and arranges supplies, ingredients, preparation, serving and clean up after meals,
4. Recruits, trains and manages a team of volunteers (to help in the kitchen),

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5. Ensures that all Food and Hygiene testing and checking is regularly conducted, and that certification documentation is kept up to date, including internal inspection/ checking/testing records, training material and instructions, and training records,
6. Ensures compliance with all Food and Hygiene certification,
7. Hosts external Food and Hygiene inspections (by Rushmoor Borough Council Environmental Health Officers), and ensures that any resultant remedial work is carried out,
8. Where applicable, liaises with external caterers,
9. Provides monthly food and hygiene related reports to the Club Executive Committee.

**Main M&Js Sub-Committee Posts**

**Chairman of M&Js Section:**

See above under Club Executive Committee

**Vice Chairman of M&Js Section:**

1. Assists and guides the Chairman of M&Js Section,
2. Deputizes for the Chairman of M&Js Section as required,
3. Takes on tasks on behalf of the Chairman of M&Js Section,
4. If required attends Club Executive or General Committee meetings,
5. Attends Hampshire Cluster meetings regarding M&Js related matters.

**Secretary of M&Js Section:**

1. Books dates for and notifies all members of the M&Js Sub-Committee of all meetings,
2. Prepares and issues all agendas for and minutes of M&Js Sub-Committee meetings,
3. Produces any letters that may be required,

**Treasurer of M&Js Section:**

1. Knows exactly where the M&Js Section stands financially at any time, and keeps the M&Js Sub-Committee informed of any trends and issues (as necessary in conjunction with the Club Financial Director and Club Treasurer),
2. Liaises with the bank manager of the bank with which the M&Js Section has its account (name to be Farnborough Rugby Union Football Club Limited Account Number 'x'), including regarding authorised signatories, bank statements, and the M&Js Section banking position at any time (in conjunction with the Club Financial Director and Club Treasurer),
3. Receives and banks all monies due to the M&Js Section, and pays required fees/contributions/subscriptions to the Club Treasurer and Hampshire RFU by the dates required,
4. Liaises with Chairman of the M&Js Section, the Club Financial Director and the Club Treasurer,

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5. Maintains and administers proper account records,
6. Prepares income and expenditure accounts and cash flow forecasts at each month end, and issues that to the Club Financial Director and Club Treasurer, by the end of the first week following the end of month,
7. Prepares the M&Js Section annual accounts for each financial year for submission to the Club Financial Director and Club Treasurer, and deals with any queries from the Club auditor.

**Minis Fixture Secretary:**

1. Arranges fixtures for all mini teams for future seasons,
2. Liaises with visiting clubs,
3. Liaises with the Junior Fixtures Secretary to reduce clashing of matches where possible,
4. Informs the Kitchen Manager of visiting team numbers.

**Juniors Fixture Secretary:**

1. Arranges fixtures for all junior teams for future seasons, other than League fixtures as decided by the ruling bodies,
2. Advise teams of matches,
3. Once fixtures are set – liaises with individual teams with regards to additional matches,
4. Liaises with the Minis Fixture Secretary to reduce clashing of matches where possible,
5. Ensure referees for U17s and Colts matches with Team Managers.

**M&Js Section Membership Secretary:**

1. Manages everything to do with M&Js Section memberships, including types, subscriptions, renewals and income,
2. Takes the lead on promoting new M&Js Section membership,
3. Keeps the M&Js Section membership database up-to-date, and copies on a monthly basis to the Club Secretary,
4. Ensures M&Js Section membership subscriptions are paid by required dates and records kept,
5. Receives subscriptions and issues receipts, and passes the subscriptions to the Club Treasurer,
6. Creates and delivers a plan for recruiting M&Js Section new members.

**[Shop Management](#)**

**Club Shop Manager:**

Is responsible for:

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1. all contact with the Club preferred supplier, Midas, if necessary delegating to the assistant shop manager (from the senior part of the Club and a member of the Executive Committee),
2. in liaison with the assistant shop manager, identifying alternative suppliers if Midas cannot provide particular product lines (including to the required quality),
3. via the assistant shop manager, obtaining decisions from the Executive Committee on the required Club 'branding' to ensure consistency across the Club (including the design of Club shirts, shorts and socks, ties, blazer badges, badged dress shirts, golf/polo shirts, T shirts, sweaters and hoodies),
4. liaising with the assistant shop manager on product line requirements (orders and product line items) from the senior part of the Club,
5. liaising with the Chairman of the M&Js section of the Club on product line requirements (orders and product line items) from the M&Js section,
6. seeking approval from the Executive Committee for all large purchases of stock, and the purchase of new product lines, via the assistant shop manager,
7. in liaison with the assistant shop manager, reviewing and proposing the sale prices for all product lines and obtaining the approval of the Executive Committee, with the aim of at least a 20% profit margin (ex VAT),
8. all ordering of shop product lines, as approved by the Club Executive Committee,
9. regular monitoring of stock levels to ensure that stock is maintained at a reasonable level to satisfy demand, and calling off small stock amounts from Midas accordingly,
10. control and issuing under receipt of all shop keys, and maintaining a key register,
11. deciding who works in the shop, and the temporary shop in the main Club room,
12. opening the shop and the temporary shop in the main Club room on the days and at the times as agreed by the Executive Committee,
13. all Sunday openings,
14. with the assistant shop manager, improving and maintaining the shop layout so that customers can properly and easily view available items for purchase,
15. with the assistant shop manager, ensuring that the shop is kept clean and tidy,
16. with the assistant shop manager, managing the use of the shop till and related Club printout records of transactions,
17. with the assistant shop manager, managing the use of the card machine and related Club printout records of transactions, and before each opening time – particularly on Sundays – ensuring that the card machine is retrieved from its normal location behind the bar,
18. maintaining quality sales and purchase account and stock control records in liaison with the Club Treasurer, including maintaining a clear record of 'gateway fund' issues – paid for from the special needs funding supplied by Rushmoor Borough Council,
19. in each financial year ensuring that accumulated in year expenditure and receipts are monitored each month against the approved budget, and that anomalies and under-achievement are notified to the Executive Committee via the Club Treasurer,
20. with the assistant shop manager, ensuring that long term retained old stock is put on sale at reduced prices, as agreed by the Executive Committee.

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**Club Shop Assistant Manager**

Is responsible for:

- being the focal point for all orders and product line requirements from the senior part of the club,
- all Saturday openings, including the temporary shop in the main Club room,
- working with the shop manager regarding items 1 to 4, 6, 7, 14, 15, 16, 17 and 20 of the shop manager's terms of reference.

**Cleaning**

**Scope of Work - Self Employed Cleaner**

Note: This scope of work is a working schedule for the Cleaner and is not a Terms of Reference.

Daily Tasks:

- Clean and Hoover the lounge bar and the main club room.
- Sweep and mop bar floor tiles.
- Wipe down all tables.
- Clean and Hoover all changing rooms as required.
- Clean showers as required.
- Clean players toilets (including toilet bowls, urinals, wash basins, taps and floors), and renew urinal blocks, as required.
- Clean ladies toilets (including toilet bowls, wash basins, taps and floors),
- Clean gents toilets (including toilet bowls, urinals, wash basins, taps and floors), and renew urinal blocks as required.
- Clean and Hoover all corridors (including the entrance hallway).
- Clean and Hoover the office and physio room as required (note: these rooms to be kept locked when not in use).
- Empty all bins and replace bags as required.
- Complete and initial the toilet inspection forms.

Weekly Tasks:

- Clean (dust and wet wipe etc.) all skirting boards.
- Wipe all picture/photo/shirt etc frames, including sides, tops and bottoms.
- Dust generally, including the bench seating (including behind and under).
- Bleach and clean all tables and chairs.

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- Deep clean all toilets and floors.
- Clean all windows.
- Deep clean kitchen floor.
- Clean stainless steel sinks and walls in kitchen.
- Clean stained glass window.
- Dust and wet wipe behind radiators.
- Polish dance floor.
- Clean shower heads (if using a ladder need to be accompanied as working at height).
- Complete and initial the toilet inspection forms.
- Ensure that Cleaner's room is neat and tidy.

***This document was approved by the Board of Directors (the Executive Committee) on  
15<sup>th</sup> June 2016.***

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### Assistant Treasurer Tasks

To initiate tasks: Weekly (Normally Tuesday Night during season Wednesday night out of season) - Collect Documentation from Bar Manager and Club Secretary

Documentation may include:	Invoices		Cheques	Money Received Envelopes		Bar Till Chits	Cash Banked Receipts	Bank Statements	VAT Returns
What to do on Receipt:	Check Invoices as some are paid by Direct Debit. If yes, enter on to Bank Transaction Spreadsheet (NatWest) and ensure enough money banked to cover. If not paid by Direct Debit see below.		Ensure each cheque is identified for what the payment is for i.e. Cash, Shop, Subscriptions, Match Fees, Hire etc.,	Ensure each envelope is identified for what the payment is for i.e. Cash, Shop, Subscriptions, Match Fees, Hire etc.,		Enter onto FRUFC Bar Account Spreadsheet	Enter amount banked into FRUFC Bank Transaction Spreadsheet	Give to Ian G	Give to Ian G
Were any paid by cash from bar?	Yes	Enter onto FRUFC Payment Spreadsheet	Enter each cheque into NatWest paying in Book (2)	Did the bar receive cash or cheque?	Cash received	Amount to be identified by date and placed into relevant NatWest Column. Envelope to be signed and dated for cross reference.			
	No	1. Cheques to be made out (Each cheque to be signed by 2 authorised persons) and sent 2. Enter onto Payment Spreadsheet	FRUFC Receipt spreadsheet; Enter total amount of each cheque banked into NatWest and input each cheque in relevant column.		Cheques received				
			Enter amount banked into FRUFC Bank Transaction Spreadsheet (NatWest)						

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Notes:	Action by
1. Cash banked into NatWest Bank by Bar Manager	Assistant Treasurer to be aided by Ian G
2. Cheques banked into NatWest Bank	
3. Enter all bank transactions	
4. Ensure enough money is available for Direct Debits	
5. Bank Transaction Reconciliation	Ian G aided by Assistant Treasurer.
6. Bank Statements (Payments & Receipts) Reconciliation	
7. 3-Monthly VAT Returns	
8. End of Year Accounts	